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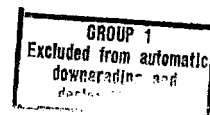
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Declass Review by NIMA/DOD

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NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

NPIC INSTRUCTION
NO.

PERSONNEL

PHOTOGRAPHIC INTERPRETATION CAREER SERVICE
POLICIES AND PROCEDURES

RESCISSION: NPIC Instruction No. 20-1, dated 30 June 1969

1. GENERAL

This Instruction applies only to CIA employees. It states the organization, responsibilities, and functions of the Photographic Interpretation Career Service Board (IP CSB), the four Career Panels and the Training Selection Panel and delegates certain authority with regard to personnel actions to Group and Staff Chiefs.

2. IP CAREER SERVICE BOARD MEMBERSHIP

The membership of the IP Career Service Board consists of the Executive Director, who serves as Chairman, and four officers representing the most senior CIA positions in the major NPIC components: IEG, PP&BS, PSG and TSSG. Personnel advice and assistance is provided to the Board by the Chief, Personnel Branch who serves as the Executive Secretary. Military officers assigned to senior positions with the respective Groups and Staff are invited to attend Board meetings.

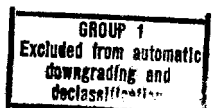
3. RESPONSIBILITIES OF IP CAREER SERVICE BOARD

The IP Career Service Board is responsible for advising the Director, NPIC who is also the Head of the IP Career Service, on personnel management matters and, as he directs, for monitoring the application and functioning of the CIA personnel program as it affects the members of the IP Career Service.

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4. FUNCTIONS OF IP CAREER SERVICE BOARD

1. a. Reviews new or proposed changes in major policies and programs in the fields of personnel and career development and makes appropriate recommendations to the Head of the IP Career Service.
- b. Reviews ~~recommendations of IP Career Panels~~ and recommends promotion to grades GS-13, GS-14 and GS-15.
- c. Reviews recommendations of IP Training Selection Panel and recommends training nominations for senior schools, the Mid-career Program and courses which require selection review by the DD/I and the CIA Training Selection Board.
- d. Reviews, on a regular basis, reports of actions approved by Career Panels; including competitive evaluation ratings, promotions to grades GS-12 and below, and Quality Step Increase Awards; and ensures equitable career management for all members of the Career Service.
- e. Recommends rotational assignments and nominations for key assignments outside of NPIC or overseas.
- f. Reviews recommendations for the selection of Reserve Employees to become Career Employees.
- g. Recommends appropriate action with regard to requests for postponements of retirement, marriage to alien and other similar matters which may establish precedents for future Career Service action.

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5. GROUP AND STAFF CAREER PANELS

Authority is delegated to respective Group and Staff Chiefs, within the guidelines established by the IP Career Service Board ^{and the} appropriate personnel policies and personnel ceilings, to approve certain personnel actions. ~~or to recommend approval to the Head of the IP Career Service.~~ In order to assist the component Chiefs, Career Panels will be established for IEG, PP&BS, PSG and TSSG. The Career Panels will be chaired by the Group or Staff Chief, include as members the Division Chiefs of that component and will have a Personnel Officer available to provide technical advice and assistance. They will consider all career development and personnel actions--competitive evaluations, promotions, training, reassignments, etc.--concerning individuals assigned to the component. The Group and Staff Chiefs are authorized to approve the following actions relative to the personnel of their respective components:

- ✓ a. Competitive Evaluation Ratings (CER's)
- ✓ b. Promotion to grades GS-12 and below.
- ✓ c. Selection of applicants and reassignment of CIA employees into the IP Career Service at grades GS-12 and below.
- X d. The award of Quality Step Increases (QSI's). Panels are to consider QSI's on a quarterly basis, during the months of August, November, February and May, in order to ensure that this award program receives appropriate attention.
- X e. Nominations for Honor and Merit Awards. These are to be considered ^{on} in the same quarterly basis as QSI's.
- X f. Adverse personnel actions including demotion, withholding of periodic within grade step increases, denial or deferral of Career Employee Status and involuntary separations.

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NPIC INSTRUCTION

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- X g. Selection of Career-Provisional Employees for Career Employee status.
- X h. Nomination for participation in the CIA Retirement and Disability System.
- X i. Leave without pay for periods up to one year.

6. TRAINING SELECTION PANEL

This Panel is responsible for recommending to the IP Career Service Board, on a timely basis, proposed training nominations for senior schools, the Mid-career Program and courses which require selection review by the DD/I and CIA Training Selection Board. The Panel consists of four officers representing the second most senior CIA positions in the major NPIC components: IEG, PP&BS, PSG and TSSG. The ~~highest ranking member of the Panel in terms of~~ *Chairman will be appointed by* grade and date of grade serves as the Chairman. The Chief, Training Branch is the Executive Secretary.

7. FITNESS REPORTING

The Chief, Personnel Branch is responsible for insuring that all IP Career Service fitness reports are closely monitored and reviewed by appropriate supervisory personnel and that significant reports are brought to the attention of the Head of the IP Career Service.

ARTHUR C. LUNDAHL
Director

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NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

NPIC INSTRUCTION
NO. 20-1

PERSONNEL
30 June 1969

PHOTOGRAPHIC INTELLIGENCE CAREER SERVICE
POLICIES AND PROCEDURES

RESCISSION: CIA Instruction No. 20-18, dated 28 August 1968

1. GENERAL

3(4)
Career
Panels

This Instruction applies only to CIA employees. It states the organization, responsibilities, and functions of the Photographic Intelligence Career Service Board (IP CSB), ~~the two Competitive Evaluation Panels~~ and the Training Selection Panel and delegates certain authority with regard to personnel actions to Group and Staff Chiefs.

2. IP CAREER SERVICE BOARD MEMBERSHIP

The membership of the IP Career Service Board consists of the Executive Director, who serves as Chairman, and four officers representing the most senior CIA positions in the major NPIC components: IEG, PP&BS, PSG and TSSG. Personnel advice and assistance is provided to the Board by the Chief, Personnel Branch who serves as the Executive Secretary. Military officers assigned to senior positions with the respective Groups and Staff are invited to attend Board meetings.

3. RESPONSIBILITIES OF IP CAREER SERVICE BOARD

The IP Career Service Board is responsible for advising the Director, NPIC who is also the Head of the IP Career Service, on personnel management matters and, as he directs, for monitoring the application and functioning of the CIA personnel program as it affects the members of the IP Career Service.

4. FUNCTIONS OF IP CAREER SERVICE BOARD

- a. Reviews new or proposed changes in major policies and programs in the fields of personnel and career development and makes appropriate recommendations to the Head of the IP Career Service.

- EVALUATES*
b. ~~Competitively evaluations, on an annual basis, all IP Career Service personnel in grade GS-14 for promotion to GS-15.~~

- c. Reviews recommendations of IP Competitive Evaluation Panels and recommends promotion to grades GS-10 and above.

- OK
- d. Reviews recommendations of IP Training Selection Panel and recommends training nominations for senior schools, the Mid-career Program and courses which require selection review by the DD/I and the CIA Training Selection Board.
 - ?- e. Considers, on a quarterly basis, Quality Step Increase recommendations.
 - ?- f. Reviews adverse personnel actions including demotion, withholding of periodic within grade step increases, denial or deferral of Career Employee Status and involuntary separations.
 - OK g. Recommends rotational assignments and nominations for key assignments outside of NPIC or overseas.
 - OK h. Nominates candidates for Public Service Awards.
 - OK i. Recommends appropriate action with regard to requests for postponements of retirement, marriage to alien and other similar matters which may establish precedents for future Career Service action.

5. IP COMPETITIVE EVALUATION PANELS

- a. Panel A - Responsible for the competitive evaluation of personnel in grades GS-12 and GS-13. The Panel consists of four officers representing the second most senior CIA positions in the major NPIC components: IEG, PP&BS, PSG and TSSG. The highest ranking member of the Panel in terms of grade and date of grade serves as the Chairman. The Chief, Personnel Branch is the Executive Secretary.
- b. Panel B - Responsible for the competitive evaluation of personnel in grades GS-09, 10 and 11. One Panel member each from IEG, PP&BS, PSG and TSSG is designated by the Director from nominations submitted by the Groups and Staff. Members are CIA employees of Division Chief or Group Staff Chief level. The Chairman is designated by the Director/NPIC. The Deputy Chief, Personnel Branch is the Executive Secretary.

6. IP TRAINING SELECTION PANEL

OK This Panel is responsible for recommending to the IP Career Service Board, on a timely basis, proposed training nominations for senior schools, the Mid-career Program and courses which require selection review by the

DD/I and the CIA Training Selection Board. The Chairman and three Panel members are ~~the same as those designated to serve on Panel A.~~ The Chief, Training Branch is the Executive Secretary.

7. GROUP AND STAFF CHIEFS

Authority is delegated to respective Group and Staff Chiefs, within the guidelines established by the IP Career Service Board, appropriate personnel policies and personnel ceilings, to approve certain personnel actions or to recommend approval to the Head of the IP Career Service. These actions include the following:

a. Approval by Group or Staff Chiefs:

- 1) Promotion of personnel serving under their jurisdiction to grades ~~GS-09~~ and below.
- 2) Selection of applicants and reassignment of Agency employees to the IP Career Service in non-supervisory positions within their respective organizations at grades GS-12 and below.
- 3) Reassignment of IP Careerists within their respective organizations to any non-supervisory position at the same grade level as the employee.
- 4) Reassignment of IP Careerists within their respective organizations to non-supervisory positions GS-12 and below which are of a higher grade than the employee (not to exceed 2 grades).
- 5) Reassignment of IP Careerists within their respective organizations to supervisory positions below the Deputy Branch Chief level.
- 6) Leave without pay for periods of 30 days or less.

b. Recommend approval to Head of IP Career Service:

- 1) Selection for Career Employee Status.
- 2) Nomination for participation in the CIA Retirement and Disability System.

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3(4)
career
panels

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NPIC INSTRUCTION

PERSONNEL

- 20-3.0 (3)
- 3) Leave without pay for periods of from 31 days to one year.

8. FITNESS REPORTING

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The Chief, Personnel Branch is responsible for insuring that all IP Career Service fitness reports are closely monitored and reviewed by appropriate supervisory personnel and that significant reports are brought to the attention of the Head of the IP Career Service.

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ARTHUR C. LUNDAHL
Director

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NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

NPIC INSTRUCTION
No.

PERSONNEL

IP CAREER SERVICE PROMOTION POLICIES AND PROCEDURES

RECISSION: CIA Instruction No. 20-17, dated 11 April 1968

1. This Instruction applies to CIA employees only. As head of the IP Career Service, the Director, NPIC has established general policies and procedures regarding the promotion of members of the Career Service. All members of the IP Career Service should be aware of these policies and procedures and, if desired, they are entitled to read and discuss them with their supervisors.

2. Promotion actions in the IP Career Service are based on a thorough review and consideration of the performance of individuals, the evaluation of these individuals in competition with others of like grade and job category, and the selection for promotion of the most qualified individual within the practical limitation of the Center's Staffing Complement.

- a. The initiation of a recommendation for promotion is normally the responsibility of the first-line supervisor. Recommendations are submitted on IP Form 260 to appropriate officers and are forwarded to the responsible Group or Staff Chief for concurrence or approval. It is against CIA policy to submit promotion recommendations on Fitness Reports. Promotion of personnel to grades GS-12 and below may be approved by respective Group and Staff Chiefs, provided that an appropriate promotional vacancy is available, and the individual meets performance and time-in-grade requirements. The recommendations for promotion of personnel to grades

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GS-13 and above are reviewed by the Career Board and approved by the Director, NPIC.

- b. At each level of review, beginning with the first-line supervisors, the consideration for promotion encompasses three broad areas, namely, job performance, competitive evaluation and time-in-grade.

- (1) In the area of job performance, the individual must have clearly demonstrated that he is qualified for advancement to the next higher grade based on such factors as productivity, professional, technical or clerical qualifications, ~~and personal traits or~~ ~~habits~~ and other job related factors.
- (2) The area of competitive evaluation deals with the measurement of the individual against other personnel of like grade and job category within the Career Service. [The Center, like all other components of CIA, has a Staffing Complement which allocates to the Center a specific number of positions at each grade level in each job category. Thus, an important point in considering an individual for promotion is the availability of an appropriate position at a higher grade level; and because of the limited number of positions, whether the individual, measured against others, is the best candidate for consideration.]

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NPIC INSTRUCTION

PERSONNEL

- (3) The area of time-in-grade is based on certain pre-requisites in regard to length of service that should be fulfilled before the individual is considered for promotion. The following ~~minimum~~ standards are established as a guide to indicate the least amount of time-in-grade which ~~may~~ normally be expected for promotion consideration, and, as such, they offer the opportunity to recognize, by ~~only~~ ^{earlier} promotion, those employees who have demonstrated ~~only~~ unusual ability and potential.

<u>Promotion from Grades</u>	<u>Time-in-Grade</u>
GS-03 through GS-10	6 months
GS-11	12 months
GS-12	15 months
GS-13	18 months
GS-14	24 months

3. In order to assist the Career Panels, the Career Board, and the Director, NPIC, in the comparison of personnel for promotion to grades GS-10 through GS-15, a Competitive Evaluation Rating (CER) is prepared annually by appropriate supervisors. These evaluations will be reviewed ~~This evaluation is approved by the Group or Staff Career Panel.~~

The CER's are submitted to the Career Board and Director, NPIC for information ^{for} ~~and use~~ in considering promotions to GS-13, GS-14 and GS-15. These ratings serve as a basis for promotion reviews throughout the rating year, however, all factors are considered during each review and a given rating neither assures nor precludes promotion.

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4. The promotion of IP Careerists to grades GS-09 and below may be considered at any time. Although a formal competitive evaluation system is not used at these grade levels, the same basic principles are followed. The evaluation and promotion of IP Career Service personnel to grades GS-10 through GS-15 is accomplished in accordance with the attached schedule.

ARTHUR C. LUNDAHL
Director

Attachment:
Promotion and Competitive
Evaluation Review Schedule

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PROMOTION AND COMPETITIVE EVALUATION REVIEW SCHEDULE

<u>Month</u>	<u>Promoted to:</u> <u>Personnel Grade:</u>	<u>Semi-Annual</u>			<u>Quarterly</u>		
		15	14	13	12	11	10
		14	13	12	11	10	09
JANUARY		PROM	*	*	PROM	RP	RS
FEBRUARY			RS			PROM	RP
MARCH			RP	RS			PROM
APRIL		*	PROM	RP			
MAY		RS		PROM		PROM	
JUNE		RP					PROM
JULY		PROM			PROM		
AUGUST						PROM	
SEPTEMBER							PROM
OCTOBER			PROM		*	*	*
NOVEMBER				PROM	RS	PROM	
DECEMBER					RP	RS	PROM

PROM - Promotion
 RS - Competitive Evaluation Rating - Supervisor
 RP - Competitive Evaluation Rating - Career Panel
 * - Annual Fitness Report Due End of Month

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NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

CIA INSTRUCTION NO. 20-17

11 April 1968

SUBJECT: IP Career Service Promotion Policies

RECISION: CIA Instruction No. 20-13, dated 16 February 1967

1. As head of the IP Career Service, the Director, NPIC, has established general policies and procedures regarding the promotion of members of the Career Service. All members of the IP Career Service should be aware of these policies and procedures and, if desired, they are entitled to read and discuss them with their supervisors.

2. Promotion actions in the IP Career Service are based on a thorough review and consideration of the performances of individuals, the evaluation of these individuals in competition with others of like grade and job category, and the selection for promotion of the most qualified individual within the practical limitations of the Center's Staffing Complement.

a. The initiation of a recommendation for promotion is normally the responsibility of the first-line supervisor. Recommendations are subsequently considered by appropriate officers and are forwarded to the responsible Group or Staff Chief for concurrence or approval. Promotion of personnel to grades GS-09 and below may be approved by respective Group and Staff Chiefs, provided that the NPIC Personnel Officer determines that an appropriate promotional vacancy is available, and the individual meets performance and time-in-grade requirements. The Director, NPIC approves the promotion of personnel to grades GS-10 and above.

b. At each level of review, beginning with the first-line supervisor, the consideration for promotion encompasses three broad areas, namely, job performance, competitive evaluation and time-in-grade.

(1) In the area of job performance, the individual must have clearly demonstrated that he is qualified for advancement to the next higher grade based on such factors as productivity, professional, technical or clerical qualifications, and personal traits or habits, and other job related factors.

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(2) The area of competitive evaluation deals with the measurement of the individual against other personnel of like grade and job category within the Career Service. The Center, like all other components of the Agency, has a Staffing Complement which allocates to the Center a specific number of positions at each grade level. Thus, an important point in considering an individual for promotion is the availability of a position at the appropriate grade level; and because of the limited number of positions, whether the individual, measured against others, is the best candidate for consideration.

(3) The area of time-in-grade is based on certain pre-requisites in regard to length of service that should be fulfilled before the individual is considered for promotion. The following minimum standards are established as a guide to indicate the least amount of time-in-grade which may normally be expected for promotion consideration, and, as such, they offer the opportunity to recognize, by early promotion, those employees who have demonstrated truly unusual ability and potential.

<u>Promotion from Grades</u>	<u>Time-in-Grade</u>
GS-03 through GS-10	6 months
GS-11	12 months
GS-12	15 months
GS-13	18 months
GS-14	24 months

ARTHUR C. LUNDAHL
Director

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6 February 1970

MEMORANDUM FOR: NPIC Personnel

SUBJECT : Career Development and the Photographic
Interpretation Career Service

1. The Executive Director and the NPIC Career Service Board have reviewed the organization, responsibilities and functions of the Photographic Interpretation Career Service Board, the two competitive Evaluation Panels and the Training Selection Panel. The Executive Director has recommended and I have approved certain changes which are described below. These changes are incorporated in NPIC Instruction No. 20- of February 1970

2. The important changes which have been made are:

b. Elimination of the two competitive Evaluation Panels. *—* ?
a. Establishment of Career Panels in IEG, PP&BS, PSG, and TSSG
chaired by the Group or Staff Chief and including as members (the Division *Demor CIA Supervisors* *IEG - Chief* *Dir?* *Chief?*
Chiefs of that organization). The Career Panels will review all career development and personnel actions--promotions, training, reassignments, etc.--concerning the CIA personnel of the respective Components. The Group or Staff Chief, with the advice of his Career Panel, is authorized to act on promotions and other such actions affecting CIA personnel in grades up to and including GS-11. The Career Panels will report to the NPIC Career Service Board on actions taken.

a. The NPIC Career Service Board, chaired by the Executive Director, will continue to be responsible for ~~overall~~ policies and programs relevant to career development and other personnel matters throughout the Center. Promotions and other recommended actions concerning CIA personnel in the

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GROUP 1
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SUBJECT: Career Development and the NPIC Career Service (Con't)

grades of GS-12, GS-13, and GS-14 will be referred by the Career Panels to the NPIC Career Service Board for final review and recommendation to the Head of the Career Service.

3. These changes are intended to focus the responsibility and the authority for management of career development closer to the points in the Center's organization where specific career development actions--promotions, training, awards, reassignments, etc.--can most knowledgeably be accomplished or initiated. In other words, career development is a function of effective management, and effective management is created through the actions of the Center's line supervisors--branch, division and group chiefs.

4. The Career Service Board--chaired by the Executive Director and including the Group and Staff Chiefs as members--will provide the direction to ensure that compatible, equitable and productive career development procedures are used throughout the Center.

ARTHUR C. LUNDAHL
Director
National Photographic Interpretation Center

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MEMORANDUM FOR: ^eChairman, Career Panels

SUBJECT : Career Panel Procedures #1
Periodic Career Board Reports

1. In order to ensure a compatible, equitable, and productive Career development program throughout NPIC, the Career Service Board will monitor the more significant actions approved by the Career Panels. This will include competitive evaluation rating, promotions to GS-12 and below, and Quality Step Increase awards.

2. Monthly reports of pertinent Career Panel actions should be forwarded to the Chief, Personnel Branch for Career Service Board dissemination not later than the 15th day of each month. They should be brief in nature and cover actions approved during the preceding calendar month. ~~If there is nothing significant to report, a verbal~~ reply is sufficient.

3. The following formats should be used in reporting approved Career Panel actions to the Career Service Board:

a. Competitive Evaluation Ratings
(see CP Procedures #2)

b. Promotion

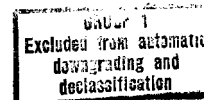
Career Panel _____ Month _____
(Group or Staff)

Approved Promotion Actions From Grade _____ to _____

<u>NAME</u>	<u>POSITION TITLE</u>	<u>CER</u>	<u>MONTHS IN GRADE</u>
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Acc. [signature]

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SUBJECT: Career Panel Procedures #1
Periodic Career Board Reports

c. Quality Step Increase
Career Panel _____ Month _____
(Group or Staff)
Approved Quality Step Increase Awards
NAME POSITION TITLE GRADE MONTHS IN GRADE LAST FR RATING

4. Career Panels are urged to report problems which they encounter in carrying out their ~~responsibilities~~ responsibilities, to recommend changes which might improve ~~career management~~ career management policies and procedures, and to share the successful methods and techniques which they develop. ✓

In this way the whole Career Service will benefit from the best ideas *and practices* of the respective Panels.

Chairman, IP Career Service Board

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MEMORANDUM FOR: Chairman, Career Panels

SUBJECT : Career Panel Procedures #2
Competitive Evaluation Rating

REFERENCE : HR 20-21, dated 30 October 1969

1. The IP Career Service comprises the total competitive area for the promotion of members of this Career Service. Separate areas of competition have been established within the Career Service, in IEG, PP&BS, PSG, and TSSG, because of the different occupational groups and functional lines of work. In accordance with CIA personnel policy, the competitive promotion evaluation of personnel in grades GS-09 through GS-14 must be accomplished at least annually.

Groups and Staffs
~~Career Panels~~ will be expected to follow the schedule for competitive evaluation rating (CER) and promotion which was issued with NPIC

Instruction 20- dated

2. One of the basic objectives of the CIA personnel program is to provide employees with opportunities for making the best use of their training and experience, avenues for employment and advancement on the basis of ability and performance, equitable pay, and an environment in which they can find satisfaction in their daily work. The competitive evaluation process is one of several career management tools available to supervisors to aid in reaching this objective. Other means include the use of promotions, fitness reports, quality step increases, training and various adverse actions, all of which are related to competitive evaluation but are intended to accomplish specific purposes.

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SUBJECT: Career Panel Procedures #2
Competitive Evaluation Rating

3. An effective competitive evaluation program provides a review of all career management activities and gives direction for future career development. It requires that supervisors take the time to think about their employees, to compare the progress and potential of individuals, and to plan for maximum benefit to the individual and the organization. At the same time, it enables managers to provide guidance to their first-line supervisors and to generate new ideas for the furthering of the careers of their employees.

4. It will be the responsibility of each Career Panel to determine the methods and procedures to be used in completing CER's. This will depend upon the number and type of employees being evaluated and the functions assigned to the respective components. ^{and reviewing.} ~~In some cases, the~~ [?]
~~attached Employee and Supervisor Performance Evaluation forms may~~
~~prove useful in the evaluation process. Whatever system is used,~~
^{In any case,} emphasis must be placed on the career management and development aspects of evaluation rather than the ~~transitory~~ transitory value of the ratings themselves.

5. The following rating categories are to be used by Career Panels in recording the results of the annual competitive promotion evaluation of personnel in grades GS-09 through GS-14: ⁴

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Competitive Evaluation Rating

PROMOTION

Status?

- A - Deserves Promotion
- B - Progressing, but not yet ready
- C - Promotion unlikely in foreseeable future
- D - Defer

DEVELOPMENT POTENTIAL

- 1 - Possesses leadership qualities or exceptional skill
- 2 - ~~Developing~~ *Developing*
- 3 - Further development unlikely
- 4 - Present performance deficient
- 5 - Misplaced in current assignment

Examples? (B-1, A-2, etc)

6. Career Panel ratings should be consolidated for each grade and forwarded to the Chief, Personnel Branch in the following format:

Career Panel ____ (Group or Staff)

Competitive Promotion Evaluation

Personnel in Grade ____ Evaluation Date ____

<u>NAME</u>	<u>GROUP</u>	<u>DIVISION</u>	<u>PROMOTION</u>	<u>RATING</u> <u>DEVELOPMENT POTENTIAL</u>
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Chairman, IP Career Service Board

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Attachment: Employee and Supervisor
Performance Evaluation Forms

2. Shows promise of leadership or skill development
3. ~~Further~~ Potential limited
4. No development potential

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EMPLOYEE PERFORMANCE EVALUATION

EMPLOYEE'S NAME:

GRADE STEP:

NAME OF UNIT:

RATING SUPERVISOR:

PURPOSE: This form is to provide supervisory personnel with a systematic, periodic, and impartial rating of employee's

excellence in matters pertaining to his present job and to his future potentialities.

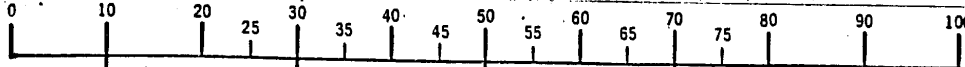
INSTRUCTIONS:

As rating supervisor, you are asked to rate the employee in each of the traits or qualities listed here. After each trait there is a line representing various degrees of the trait. Each of the phrases under the lines describes the amount or degree of that trait represented by the point directly over the phrases. You rate an employee by putting your check mark at the place on the line which represents your judgement as to his possession of the trait. If the true description falls between two of the descriptions given, you should put your check between the two, nearer

the one which is closest to the correct description.

For those employees who are rated at either extreme of the scale on any trait, enter a brief explanation for the rating in the comment space below the factor. Remember that your opinions are used also as a measure of your judgement and you are urged to carefully study the described traits, and make your rating an accurate description of the employee rated. Base your judgements on the entire period covered and not upon isolated incidents alone.

QUALITY OF WORK



Quality is unsatisfactory. Lacking in several respects.

Quality is often not quite up to run of comparable average of general employees.

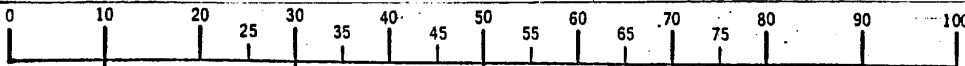
Quality is about average of general run of comparable employees. Work results usually accurate and complete.

Quality of work is superior to that of general run of comparable employees. Very thorough and accurate.

Outstanding. Far exceeds normal requirements of accuracy and thoroughness.

COMMENT:

QUANTITY OF WORK



Deficient. Very slow.

Limited but passable. Inclined to be somewhat slow.

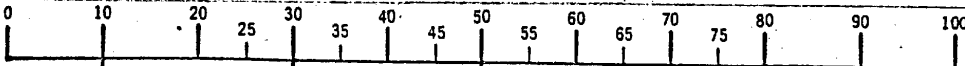
Satisfactory. Reasonable and adequate volumes at all times.

Produces a large volume of work, consistently exceeds production of others doing similar work satisfactorily.

Exceptional. Volume is unexcelled.

COMMENT:

KNOWLEDGE OF WORK



Very little knowledge of his/her work.

Insufficient knowledge of some phases of the job.

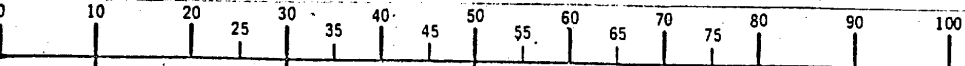
Reasonably adequate knowledge of the job.

Excellent knowledge of his/her work.

Has exceptional knowledge of all phases of his/her work.

COMMENT:

DEPENDABILITY



Requires close supervision. Often behind schedule.

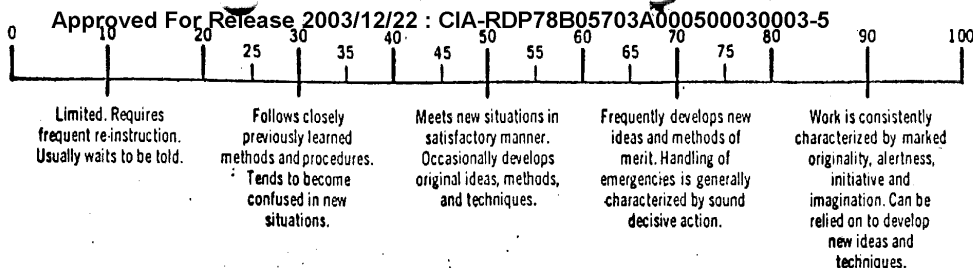
Work occasionally lags. Requires more than normal supervision.

Performs work with reasonable promptness under normal supervision.

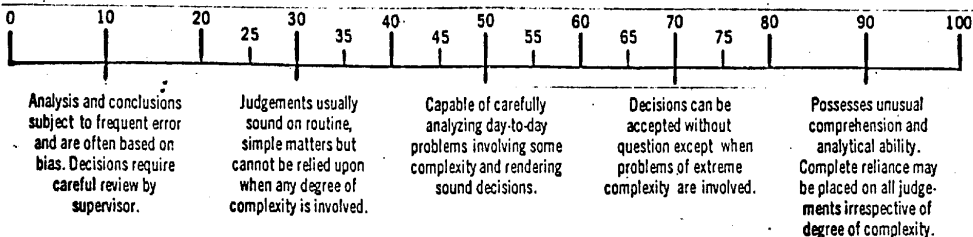
Consistently reliable under normal conditions. Does special as well as regular projects promptly. Little or no supervision required.

Work always on schedule, even under most difficult circumstances. Rises to emergencies and assumes leadership without being requested to do so.

COMMENT:

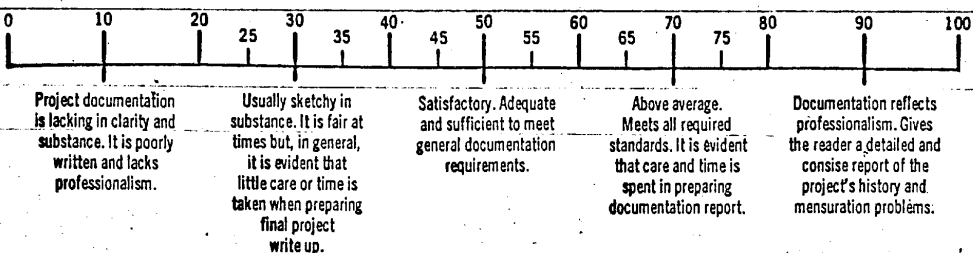
INITIATIVE AND
RESOURCEFULNESS

COMMENT:

JUDGEMENT AND
COMMON SENSE

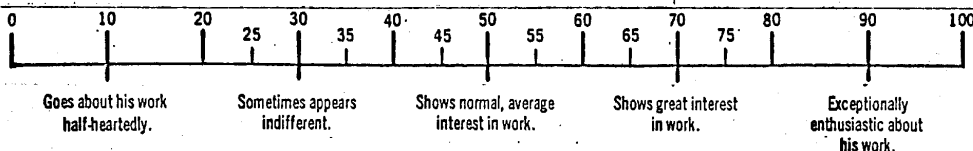
COMMENT:

DOCUMENTATION



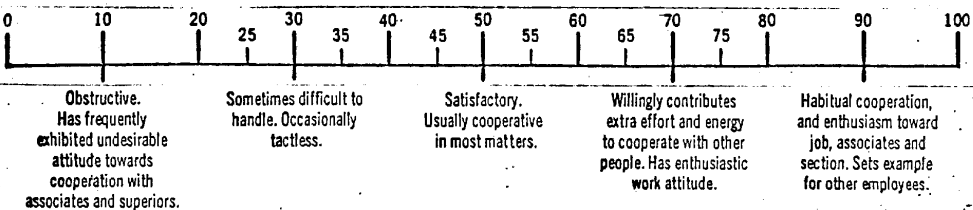
COMMENT:

WORK ATTITUDE

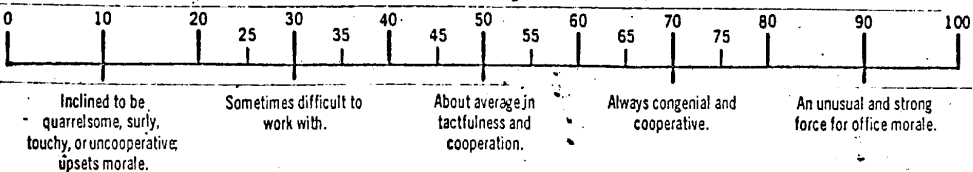


COMMENT:

COOPERATION



COMMENT:

ATTITUDE
TOWARD OTHERS

COMMENT:

TOTAL: